



U.S. Department
of Transportation
Federal Aviation
Administration

Memorandum

Subject: **ACTION:** Managing Under a Continuing Resolution
and Preparing Financial Plans

Date: OCT 23 2003

From: Acting Assistant Administrator for Financial
Services/CFO

Reply to
Attn. of:

To: Management Board

The purpose of this memorandum is to impose spending constraints and issue allowances for the current CR, which runs through October 31, 2003. It also provides guidance for completing initial FY 2004 spending and hiring plans. These plans are due to ABA on November 14, 2003.

I. Exercising Fiscal Constraint

Until such time as different guidance is provided, you and your managers must limit all obligations regardless of appropriation to those that are clearly needed to meet operational and legal requirements, to protect and maintain agency facilities, and to safeguard employees. Other obligations, such as those for non-operational purposes and for operational purposes that can be delayed without adverse impact should not be incurred. This means that, except in the most unusual of circumstances, you and your managers should not obligate funds for non-operational travel (site visits, internal conferences, workshops, and meetings), awards, non-technical training, office equipment, furniture purchases, and space renovation. Special attention should also be paid to travel from the U.S. to foreign destinations, making sure that any trip is absolutely mission essential and the number of participants is limited to the fewest necessary.

For Facilities and Equipment and Research, Engineering, and Development, the annual spending rate on specific budget line items should not exceed the lowest of the following four funding levels: the FY 2003 level, the FY 2004 House Mark, the FY 2004 Senate Mark, or the FY 2004 President's Budget.

Although I am not recommending a total hiring freeze in Operations, Airports or Research at this time, you are strongly encouraged to limit hiring to those positions that you personally deem critical, and can support within the level of resources provided. In Facilities and Equipment, however, the guidance issued on July 11th will remain in effect for the time being due to the difficult budget outlook. These restrictions include a hiring freeze as well as restrictions on awards, PCS moves, overtime and travel. Requests for waivers must be submitted to ABA-1 by the appropriate Associate/Assistant Administrator.

During the period of the CR, you may fund any project, program, or activity that was an approved project, program, or activity in FY 2003, even if you did not fund that particular project, program,

or activity in FY 2003. In funding an approved project, program, or activity, the term of the obligation is limited to the period of time covered by the CR unless, last year during the period of time covered by the CR, a longer-term obligation was made for the project, program, or activity. In this case, you may obligate funds for a comparable period of time this year while operating under a CR. In no case, however, may you obligate more funds than are available for obligation under the CR. This guidance applies to all projects, programs, and activities funded by the FAA irrespective of appropriation.

II. Allowances Under the Current Continuing Resolution

The table below provides the Operations allowance under the current CR, which runs through October 31, 2003. The allowance methodology is based on information from the Office of the Secretary of Transportation and the Office of Management and Budget. The calculation assumes funding for 31 days at the FY 2003 level for each organization. *It would be a violation of the Anti-Deficiency Act to obligate Operations funds in excess of the amounts listed.*

Operations Appropriation
Allowance Levels
Under the Continuing Resolution
Through October 31, 2003

Air Traffic Services	\$479,912,362
Regulation & Certification	70,257,688
Research & Acquisitions	17,341,975
Commercial Space Transportation	1,033,004
Regions and Centers	6,667,087
Human Resource Management	5,780,333
Financial Services	4,073,224
Information Services	2,493,518
Security and Hazardous Materials	4,241,132
Administrator/Deputy Administrator	448,865
Chief Counsel	2,612,967
International Aviation	947,803
Policy, Planning, and Environment	874,685
Government & Industry Affairs	108,549
Public Affairs	363,268
Civil Rights	735,186
System Safety	873,216
Total	598,764,863

Facilities and Equipment Appropriation
Allowance Levels
Under the Continuing Resolution
Through October 31, 2003

Activities 1 through 5

Activities 1 through 5	\$250,000,000
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Activity 6 Allocation

Airway Facilities Service (AF)	\$16,271,000
Independent Operational Test & Evaluation	202,000
William J Hughes Technical Center	4,828,000
Alaskan Region (Capstone)	104,000
System Architecture and Investment Analysis	6,832,000
Environment and Energy	3,000
Air Traffic Service	19,000
Air Traffic System Requirements Service	104,000
Free Flight	466,000
System Capacity	60,000
Regulation and Certification	739,000
Information Services	81,000
Terminal Business Service	2,410,000

Research Appropriation
Allowance Levels
Under the Continuing Resolution
Through October 31, 2003

RE&D	\$9,000,000
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Airports Appropriation
Allowance Levels
Under the Continuing Resolution
Through October 31, 2003

Admin of Airports	\$5,331,000
Grants-in-Aid	-0-
Airport Technology Research	-0-

I am aware that these guidelines and the requirement to manage your programs at last year's funding levels will cause hardship. However, not knowing how long the agency may be required to operate at highly restricted funding levels, it is prudent to impose these guidelines.

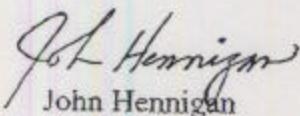
III. Initial Spending Plans/Build-Up Tables

Although the FY 2004 appropriations bill may not be enacted for some time, we know enough at this point to develop initial spending plans for the year. Past practice has been to develop plans only after all of the details in the enacted bill are well understood and worked out. While financial plans can not be finalized until we know these details, the permanent cycle of extended continuing resolutions that begin each year means that we are frequently operating for a significant period of time – more than six months in FY 2003 – without financial plans in place.

To correct this deficiency, I am requesting that each office and line of business provide an initial spending plan/build-up table for Operations and F&E Activity 6, as applicable, by November 14, 2003. These build-up tables should identify whether your organization has unfunded requirements that are critical to your operation (e.g., inability to fund on-board staff or required rent/lease costs). Based on ABU's review of each plan, I will issue revised guidance to each LOB/Staff Office as appropriate.

An example of a build-up table is attached, as are the numbers you should build to. I am providing conservative funding scenarios based on House and Senate Marks. I am also including preliminary internal assessments. Although these numbers will continue to evolve, I ask you to base your initial plan on them to facilitate strong fiscal management in FY 2004.

If you have any questions or wish to discuss this guidance, please give me or Alex Keenan a call.



John Hennigan

Attachments

FY 2004 Operations Allowances
 Lines of Business
 (in whole dollars)

	ATS	AVR	ARA	AST	ARC	AHR	ABA	ALO	Staff Offices	Account-Wide Reductions	Total
FY 2004 Request											
House Recommended											
Additional controller staffing											
Controller in charge payments	(1,250,000)										
Increase # of AT Control Supervisors	4,000,000										
Contract Tower Cost-Sharing	7,500,000										
NAS Handoff, Reduce Growth	(16,231,000)										
Allen Species Action Plan											
Medallion Program	(1,500,000)										
Transfer of Staffing from Office of Policy	1,321,000										
Transfer from F&E CFMSS and ASIS	1,120,000										
Drug & Alcohol Compliance Testing	(810,000)										
Org Development Specialists & Unspecified											
Reduce Base Reduction											
Based on Staff of 69											
International Office - Staffing Reduction											
Transfer of Policy Staff to AVR											
Public Affairs - Staffing Reduction											
Civil Rights - Staffing Reduction											
Net House Change	(20,076,000)	(2,869,000)	0	(825,000)	3,000,000	(6,662,000)	0	0	(2,721,000)	0	(30,153,000)
ACCOUNTWIDE ADJUSTMENTS											
Official Time Productivity Savings	(6,500,000)										
Janitorial & Guard Services	(2,241,979)	(13,333)	(147,769)								
WCF Costs	(2,768,041)	(584,909)	(425,028)								
Cash Awards	(803,657)	(1,682,487)	(238,352)	(21,325)	(162,046)	(6,749)	0	(77,236)	(136,148)		
Civil Aviation Security Positions	(393,925)	(74,894)	(5,681)	(692)	(6,192)	(5,268)	(1,329)	(882)	(11,137)		
Improved Mgmt of Gov. Credit Cards	(4,674,063)	(3,712,256)	(55,341)	(26,25)	(61,933)	(215,223)	(64,840)	(54,565)	(124,645)		
Travel	(17,481,671)	(6,047,881)	(872,081)	(47,132)	(230,171)	(789,801)	(474,577)	(133,191)	(2,418,495)	0	(28,445,500)
Net House Account-wide Adjustments											
House Reduction	(37,657,671)	(8,916,681)	(672,081)	(872,132)	2,768,828	(7,451,801)	(474,577)	(133,191)	(5,139,495)	0	(58,648,600)
Net W Accountwide Adjustments	6,059,242,326	864,457,119	217,608,919	11,726,866	87,518,829	74,577,199	46,308,423	29,547,809	138,010,505	0	7,532,000,000
Net Recommended	6,047,300,000	873,374,000	216,481,000	12,801,000	84,749,000	77,029,000	49,783,000	29,681,000	142,650,000		7,535,643,000
ATS	(49,500,000)										
HR Reduce Staff Request											
Staff Office Staffing											
Net Senate Change	(48,500,000)	0	0	0	0	(5,000,000)	0	0	(500,000)	0	(56,000,000)
Net House/Senate											
Reduction											

FY 2004 Operations Allowances

FY 2004 Operations Allowances

Staff Offices

	(in whole dollars)						Total Staff Offices	Account-Wide Reductions	Total
	AOA/JADA	AGC	AEP/API	AGI	APA	ACR	ASY	ASH	Staff Offices
FY 2004 Request	9,185,000	32,074,000	23,614,000	1,322,000	4,420,000	8,972,000	10,869,000	52,686,000	143,150,000
House Recommended	9,183,000	32,074,000	21,293,000	1,322,000	4,230,000	8,772,000	10,869,000	52,686,000	140,428,000
International Office - Staffing Reduction			(1,000,000)						(1,000,000)
Transfer of Policy Staff to AVR			(1,321,000)						(1,321,000)
Public Affairs - Staffing Reduction					(200,000)				(200,000)
Civil Rights - Staffing Reduction	0	0	(2,321,000)	0	(200,000)	(200,000)	0	0	(200,000)
Total LOB Reductions	0	0	(2,321,000)	0	(200,000)	(200,000)	0	0	(2,721,000)
ACCOUNTWIDE ADJUSTMENTS								0	
Official Time Productivity Savings							(100,511)	(100,511)	(100,511)
Janitorial & Guard Services		(208,551)					(1,300,494)	(1,546,063)	(1,546,063)
WCF Costs	(7,008)	(208,551)	(12,857)	(31,461)	0	(32,032)	(2,808)	(32,734)	(136,148)
Cash Awards	(7,854)							(500,000)	(500,000)
Civil Aviation Security Positions			(2,730)	(1,306)	(104)	(381)	(843)	(404)	(5,026)
Improved Mgmt of Gov. Credit Cards	(335)		(4,122)	(27,297)	(50,234)	(1,404)	(7,523)	(20,687)	(11,137)
Travel	(48,319)		(251,443)	(86,001)	(1,508)	(39,036)	(24,338)	(43,517)	(124,645)
Net House Accountwide Adjustments	(49,319)	(251,443)	(2,407,001)	(1,508)	(239,936)	(224,336)	(43,517)	(1,922,433)	(2,418,495)
House Reduction								(5,139,495)	0
House w/ Accountwide Adjustments	9,133,661	31,822,657	21,206,999	1,320,492	4,190,084	8,747,662	10,825,483	50,763,587	138,010,505
House Recommended	9,163,000	32,074,000	23,514,000	1,322,000	4,230,000	8,772,000	10,869,000	52,686,000	142,650,000
Staff Office Staffing			(100,000)		(200,000)				(500,000)
Net Senate Change	0	0	(100,000)	0	(200,000)	0	0	(500,000)	0
Total House/Senate	9,133,661	31,822,657	21,206,999	1,320,492	4,190,084	8,747,662	10,825,483	50,763,587	138,010,505
Reduction	(91,337)	(318,226)	(212,070)	(13,205)	(41,901)	(87,477)	(108,255)	(507,636)	(1,380,105)
2004 Allowance Target	9,042,344	31,504,332	20,994,929	1,307,287	4,148,163	8,680,188	10,717,228	50,256,931	136,630,400
2004 FAA Internal Set-Asides:									
AOA Reserve	(17,382)	(60,710)	(44,697)	(2,602)	(8,385)	(16,982)	(20,573)	(99,725)	(270,967)
FY 2002 OWCP charged in FY 2004	(83,318)	(7,984)	(76,354)	0	(7,388)	(212,461)	0	(576,639)	(963,084)
Web Management (APA)	(31,035)	0	0	(20,690)	0		(51,725)	(144,830)	(144,830)
Oracle	(5,448)	0	(21,227)	(1,691)	(6,199)	(13,713)	(6,575)	(81,711)	(136,564)
Transition + DOI Payroll Personnel									(1,515,435)
Total Set-Asides	(137,163)	(65,694)	(141,278)	(24,883)	(21,972)	(243,096)	(78,873)	(799,455)	(1,515,435)

EXAMPLE
Build-up Table

Attachment 3

ARA FY 2004 BASE REVIEW-OPS					
	Item	Actual FY03 Allowance	FY04 Amount Allowance	Allowance Proposed Levels	Explanation
ARA Org	All Allowance	181,570	166,597	166,597	Salary & benefits for 492 full-time permanent employees and 23 term employees currently on-board; no funds available for awards or overtime, or for 23 unfunded full time vacancies.
ALLARA	ARA's Payroll	44,173	46,539	121,028	Mandatory GSA Rent payments for all FAA. May change per more recent GSA estimates (due mid October)
ASU400	GSA Rent	65,064	87,695	33,333	Supports Herndon lease and operating costs for Security & Equipment IPT, AAR-600, (\$350.0) and Design Center lease housing the Terminal IPT, AUA-300, (\$494.0). Design Center lease will terminate upon the last phase of HQ consolidation (backfill of FOB-10A) which is dependent on the timing of the FOB-10B project.
ASU400	Non-GSA Leases	819	644	32,469	DOT "tax" on FAA for common services: space management, parking management, shuttle bus services, the motor pool, NASSIF building management, the DOT warehouse, mail room service, the multi-media center, and portions of telecommunications specialist services and DOT contracts/grants information system operation and maintenance.
ASU400	TASC - Facilities Management	2,010	2,072	30,417	DOT "tax" on FAA for common services: library services at FOB-10A and the NASSIF building (\$1,724.0 of which \$320.0 is funded in the base and \$1,094.0 is a shortfall); user access charges to the INTERNET (\$303.0 and of no use to the FAA due to our own direct access) and the Intermodal Data Network (\$833.0), and TASC Computer Center charges not specifically itemized (\$77.0).
AIR	TASC - Information Technology & Library	2,121	2,187	26,230	"Bare bones" utility cost estimates assuming we don't experience an unseasonably cold winter or hot summer. Electricity (\$5,363.0), Natural Gas (\$454.5) and Water and Sewer (\$121.2) estimates based on FY 1999 plan as inflated by the standard 1.0% in the budget submission).
ACT	Technical Center - Utilities	5,751	5,928	22,301	The COMS contract provides contractor personnel to service the plumbing and heating, air conditioning, and power systems, and to maintain a healthy and safe work environment for approximately 1,5 million square feet of space. This is a new firm fixed price contract plus indefinite quantity requirements to be awarded in FY 2000. Indefinite quantity requirements are services currently accomplished under the current cost plus contract. Using this contract vehicle allows tracking and control of repair items exceeding \$2,500.00. Typical items include repair of water line breaks, replacement of cooling coils, emergency response, etc. The FFP and IDIQ portions are equal to the funds allocated in the current cost contract.
ACT	Technical Center - Operations and Maintenance Contract (COMS Contract)	5,372	6,538	16,763	Represents funding for armed contractor personnel to provide 24 hour shift coverage to patrol the Center's perimeter, secure the Center's technical laboratories and 120 buildings which house approximately \$700.0M in assets, and to prevent the loss of property. In accordance with FAA Order 1600.5B, FAA Facility Security Management Program, beginning in FY 2000, armed security guards shall be employed. This is a new firm fixed price contract plus indefinite quantity requirements to be awarded in FY 2000.
ACT	Technical Center - Security Guard Contract	1,220	1,264	15,499	Janitorial contract to maintain a clean and healthy work environment for the Technical Center. This is a new firm fixed price contract plus indefinite quantity requirements to be awarded in FY 2000.
ACT	Technical Center - Janitorial Contract	1,989	2,050	13,449	Represents funding for 10 contractor personnel to ensure regional and HQ local area networks (LANs) and wide area networks (WANs) can "talk" to one another; enables FAA interaction with the world wide web; maintains a channel for INTERNET e-mail; funds contractual agreements to perform COTS hardware/software "fixes" and provide software updates.
ACT	ENET: Corporate Enterprise Network (Operations and Maintenance)	920	948	12,501	Represents funding for 6 contractor personnel to continue operational support at 12 FAA sites and sustainment of the FAAs automated procurement system, enabling 5,000 users to purchase goods and services (\$744.2), provides ORACLE software technical support, including 2 contractor personnel (\$3197.0), software & hardware maintenance (\$1,533.1) technical system change support (i.e ACQUIRE system "fixes," enhancements, and interfaces with other FAA systems, (\$159.0) for HIs technical & functional support.
ACT	E-Mail System (Operations and Maintenance)	1,050	1,082	11,418	Represents funding for 11 contractor personnel for desktop PC support and LAN services to AOA, ADA, ACR, APA, AGI, ABZ, and AIT.
ACT	ACQUIRE System (Operations and Maintenance)	1,216	1,253	10,165	Represents funding for 3.5 contractor personnel to provide operational and technical support for INTERNET security, capacity, server, operations, and helpdesk issues.
ACT	LAN/Helpdesk Services	668	695	9,270	Represents funding for 1 contractor personnel to operate the physical plant housing the FAAs infrastructure for
ACT	INTERNET Technologies	315	326	8,945	

EXAMPLE
Build-up Table

Attachment 3

ARA FY 2004 BASE REVIEW - OPS

	Item	Actual FY03 (\$ in thousands)	FY04 Amount (\$ in thousands)	Allocation	Explanations
ARA	DOS ICASS Agreement	39	40	3,854	Department of State (DOS) charge to the FAA for servicing ARA's overseas position (Brussels).
ASU	ADP Support Contract - Acquisitions	674	695	6,159	ADP support for ASU (Acquisitions) day-to-day activities, such as desktop PC support, LAN services, applications support and new development, etc...
ASU400	FOB-10A-Utilities	437	451	7,798	Overline utilized for executive offices, the HQ Operations Center (10th floor, FOB-10A), and ADP computer rooms throughout FOB-10A.
ASU400	FOB-10A-Telephone Services	606	625	7,183	Pager costs, cell phone services, and attendant telephone service requests (moves and additions) for LOBs resident in FOB-10A.
ASU400	FOB-10A-Labor Contract	194	200	6,963	Finances laborers for the receiving and shipping of goods to and from the loading dock, small relocations of personnel and furniture within HQ, etc. Note: This is a fixed price contract (2A, see-side) which cannot be incrementally funded because it has been negotiated at the previous fixed price.
ASU400	ADP Support Contract - Facilities Management	166	170	6,613	ADP support of AUTO CAD which is used to produce floor plans and support of ASU-400 (Facilities Management) day-to-day activities, such as desktop PC support, LAN services, applications support and new development.
AUA	All Atlantic LAN Connection	61	63	6,730	Disconnects AUA staff at Design Center remote locations from access to FOB-10A's LAN.
ALLARA	Travel	931	980	5,770	Provides for ALL ARA-LOB travel (i.e., executive travel, field visits, overseas travel to coordinate the system architecture, program evaluations, attendance at industry meetings/conferences, etc.).
ALLARA	Training	729	761	5,019	Provides for ALL ARA-LOB training (i.e., training funds for employee individual Development Plans), except ARA ICIP training cited below.
ALLARA	Supplies	704	726	4,283	Provides for ALL ARA-LOB supplies (i.e., pencils, paper, copier or facsimile toner cartridges, etc.).
ALLARA	Equipment	233	291	4,002	Provides for ALL ARA-LOB compliant PCs, replacement parts for LAN equipment, expansion of servers, new facilities to replace the old broken ones, etc.).
ALLARA	Office Machine Maintenance and Repair	246	266	3,747	Provides for ALL ARA-LOB office machine maintenance agreements (i.e., copiers, facsimiles, printers, and PC maintenance and repair).
ALLARA	Federal Express (FEDEX) Contracts	69	71	3,875	Provides for ALL ARA-LOB Federal Express shipping, showing internal and external communications.
ALLARA	Conference Fees	169	174	3,501	Provides for FAA/ARA presence at ATCA, RTCA, and other industry & international conferences.
ALLARA	Telephone and Cable Installation Charges	221	226	3,273	Provides for telephone and cable installations attendant to workstation or personnel changes.
ALLARA	ARA Printing	173	178	3,085	Stops all ARA printing, including: technical documents, evaluations, performance plans, R&E/D Plan, managers desk guides, etc.
ALLARA	Other Job Performance Requirements	125	129	2,966	Security Clearances (\$16.7); Subscriptions for Dunn & Bradstreet's, Federal Contractors Report, Cost Audit Report (\$8.2); civil rights special emphasis programs (\$13.0); conference room rentals (\$6.4) and other miscellaneous services (\$85.3).
SU400	Portals Parking	85	86	2,879	Parking for ARA employees located at the Portals Building
SU400	Portals Shuttle	47	46	2,831	Stops two way transportation between Portals and FOB-10A.
SU400	HQ Vehicles	27	26	2,803	Administrator's car, and a small fleet -- provide immediate service for the Administrator and government vehicles for employees' use for government business.
SU400	HQ Phone, Pager and Cell Phone Svcs	509	525	2,278	New adds, moves, or changes for ASU-400 and forced moves of HQ personnel, pager and cell phone services for LOB's resident in FOB-10A.
SU400	HQ Moves	10	10	2,268	HQ moves for the Administrator, or Associate Administrator's and any forced moves.
SU400	HQ Repair & Maintenance	141	146	2,123	To comply with Federal Regulations to abate safety hazards in HQ facilities.
SU400	HQ Carpet Maintenance & Repair	29	30	2,083	To do minor repairs and maintenance of existing building carpet to eliminate safety hazards
SU400	HQ Systems Furniture Storage	19	20	2,073	To store systems furniture components, existing systems maintenance, repair or set up.
SU	ICEMAN	26	27	2,046	Provides data for Real Property Database system. This system allows for critical time now for users and maintenance support activity due to the increase use of the system in FY 2000 for date inputs and outputs in responding to the national real property IG audit.
SU400	Aviation Daily	206	212	1,834	Provides agency with electronic access to the aviation daily.
SU400	IT Contract Support-Service Contracts	130	134	1,700	Representants 2 contractor personnel to assist COTRs/COs administer existing IT contracts (modifications, amendments), enter PRs, track invoices, set-up program reviews, assist in new IT acquisitions throughout FAA.
SU400	ICEMAN	13	14	1,686	Represents funding for 1 part-time contractor to assist with ICEMAN project management
SU400	TCS - Office Auto (GWACS/Disability)	84	87	1,699	Represents 1 contractor to support Hardware, SW, Office Automation, IT equipment for the Disabled
SU400	Acquisition Planning & Support	68	70	1,529	Represents 1 contractor to track acquisition metrics, assist in preparing and reviewing SOWs, enforce contract requirements for CM/MP process improvement, (MFACT) IF UNFUNDED and resources to perform the foregoing could result in unauthorized procurements, no or limited review of SOWs)
SU400	Video Conferencing	123	127	1,403	Video usage for ARA complex

EXAMPLE
Build-up Table

ARA FY 2004 BASE REVIEW OPS					
	Item	Actual FY03 (\$ in thousands)	FY04 Amount	Allowance	Explanations
ASU-400	ICEMAN Security and Software Enhancements	368	400	1,003	Funding for contract resources in support of the GAO report on ICEMAN Security and the new AIO security requirements regarding certification, including necessary software and hardware and travel, also enhancements to platform software to include ORACLE.
ASU500	ENET: Corporate Enterprise Network (Security)	135	139	304	These funds (\$139.0) establishes safer security capability for the Internet Email, Internet accessibility, and Metropolitan Area Network connectivity to employees accessing outside the FAA HQ. Without such a capability the Agency risks security issues every time a user goes online outside of HQ.
ACT	Technical Center - Vehicles	392	404	460	Provides for all vehicles (cars and trucks) for transporting materials, equipment, and personnel to various job sites throughout the Center. The Center's first priority would be to insure the vehicles for Security and Facility Services personnel. The impact at this level would be to the vehicles that are utilized for Technical Center project support.
ACT	Technical Center - Base Maintenance Supplies	85	87	372	At this level the majority of the funding would be utilized to provide Government furnished supplies to the security contract which provides for protection of Technical Center employees and property, including security-related supplies; i.e., badge supplies, vehicle decals, etc. Minimum requirement for base repairs and maintenance are supplies in order to operate the Center; i.e., wood, paint, drywall, sparkle, glass repair/s, keys, locks, hardware, production shop equipment, minor carpet replacement, etc.
ACT	Technical Center - Building Modernization and Alteration	143	147	225	Minimum requirement for building modernization which addresses minor modernization items such as window and door repairs, weather proofing of buildings, testing and balancing of HVAC systems, correcting safety hazards, and other types of minor renovations/alterations.
ACT	Technical Center - Minor Utilities	40	47	178	Minimum requirement (50%) for xerox leases, local and long distance calls. No cell phones and pagers would be in use.
ACT	Technical Center - ICEMAN Charges	21	22	166	Requirement to support the ICEMAN Platform. Amount based on prior year usage to support business management reports and processing (IPPS, DAFIS, CPMS).
ACT	Technical Center - Interpreter	10	10	146	Required by the Rehabilitation Act and the American with Disabilities Act to provide reasonable accommodation to qualified employees and applicants with disabilities.
ACT	Technical Center - Library	127	131	15	Provides funding for the ACT Library. Supports all periodicals, subscriptions and on-line retrieval services at the Center.
ACT	Technical Center - Building Modernization and Alteration	306	315	(301)	This incremental requirement will include the repairs and maintenance of approximately four percent of 800,000 square feet of roofs and will include the repair of existing paved parking lots and driveways to several badly deteriorated buildings.
ACT	Technical Center - A&E Support	121	125	(425)	This level supports the building modernization/alteration requirement of \$315.0. Provides support in areas of design, troubleshooting, energy management, space management and drawing management.
ACT	Technical Center - Minor Utilities	46	47	(472)	Provides (50%) costs of xerox leases, pagers, and cell phones currently in use on the base.
ACT	Technical Center - DOL	97	100	(572)	Provides funding for increases in wages based on Dept. of Labor rates for the local area.
ACT	Intellectual Capital Investment Priorities: Intellectual Capital Investment Plan	194	200	(772)	FAA strategic plan requirement to develop and implement an annual training plan will not be met. Workforce development activities will not be supported or monitored. The FY2001 ARA CIP plan will not be developed.
LLARA	Intellectual Capital Investment Priorities: ICIP Technical Training	1,213	1,250	(2,022)	Provides for development and/or conduct of high-priority corporate training needs that are identified by ARA's Intellectual Capital Investment Priorities (ICIP) Council.
LLARA	ARA Vacancies	3,396	3,503	(5,525)	Staff critical Research and Acquisition positions in the areas of contracting, engineering, and information technology; 23 unfunded full-time permanent positions.
LLARA	Training Curricula Planning & Development: ICIP Technical Curriculum Development	485	500	(6,026)	Corporately identified training and development activities for primary workforce, acquisition management and systems engineering duties and tasks will not occur. Focus areas include program/project management and decisions about acquisition workforce training are negatively impacted.
LLARA	Training Curricula Planning & Development: Acquisition Workforce Role (Job) Development - Training Standards	121	125	(6,151)	Identification of key duties, tasks, skills, and technical knowledge for primary acquisition roles (jobs) will not occur. Development of corporate level training standards and decisions about acquisition workforce training are negatively impacted.
LLARA	Compensation Program: Budget Neutrality Pricing Tool(BNDT)/Personnel Data Tracking System (PDTs)	131	135	(6,286)	The following enhancements to the Personnel Data Tracking System would be lost: the capability to permit automatic data feeds from CPMS/IPPS to provide more timely mass changes (i.e., when OSI and SCI are applied) and periodic verification of data base accuracy.
LLARA	Compensation Program: Communications, Training, and Performance Coaching	121	125	(6,411)	Employees and managers will not receive appropriate communication, training, and performance coaching; misconceptions, misapplication, and mistrust will persist.
LLARA	Compensation Program: Significant Contributor Incentive (SCI) Process Support and Evaluation	73	75	(6,466)	Provides for the evaluation of new SCI determinations process to enable corrective action.
LLARA	Compensation Program: Alignment, Evaluation and	73	75	(6,551)	Provides for evaluation of compensation program to enable corrective action and ensure the appropriate

EXAMPLE
Build-up Table

ARA FY2004 BASE REVIEW - OPS				(\$ in thousands)	Explanations
	Item	Actual FY'03 FY'04 Amount	Allowance		
ABZ	Compensation Program: Benchmarking - Marketing Analysis	49	50 (6,611)		Identification of accurate salary market data points, and desired work structure profiles appropriate to the ARA organization, are essential to proper management planning and necessary for establishing work profiles and structure for the future work force. The structure and profiles, once established for an organization, will assist managers in making new hires and promotion decisions. Internal resources are not available for this effort; the specialized data collection and analytical expertise are not available in the agency.
ABZ	Performance Mgt: Communications, Training, and Performance Coaching	97	103 (6,711)		Employees and managers will not receive appropriate communication, training and performance coaching designed to improve employee performance plans' measurability and alignment with organizational goals and objectives.
ABZ	Performance Mgt: Evaluation, alignment, and integration of Performance Management Program	121	126 (0,886)		Provides for the evaluation of performance plans to enable corrective action and for the appropriate integration of PMP and other HCM elements.
ABZ	Business Alignment & Integration: ARA Performance Planning	73	76 (6,911)		Provides for ARA strategic business planning and monitoring of progress towards attaining FY2000 performance targets as well as the development of the ARA Performance Plan for FY2001.
ABZ	Business Mgt: ARAMT Consultant Support	52	54 (6,984)		Enables greater ARA Management Team (ARAMT) effectiveness in resolving ARA management issues and improving management of cost, people, and core business processes.
ABZ	Business Alignment & Integration: NWE - Diversity Business Mgt: ARAMT Consultant Support	194	200 (7,164)		Provides funding for expert audit of ARA personnel management practices and development of interventions to improve diversity management.
ABZ	Business Mgt: IPDS Consultant Support	11	12 (7,176)		Enables greater ARA Management Team (ARAMT) effectiveness in resolving ARA management issues and improving management of cost, people, and core business processes.
ABZ	Cost Accounting System (CAS)	97	100 (7,444)		Provides for an ABZ IPDS Expert to integrate IPDS principles and practices into the FAA-wide process.
ABZ	Business Alignment & Integration: ARA Culture Change Management	146	160 (7,594)		Provides for the continuation of internal team meetings (ITM) which are designed to improve team effectiveness and performance (output). Also continues partnership initiatives with private industry, academia, and other government agencies that maintain content knowledge, currency, and share lessons learned as well as senior level expertise in onsite team consultation and intervention for new teams, reorganizing teams, etc.
ABZ	Summer Intern Program	8	8 (7,603)		
ABZ	NWE - Succession Planning	146	150 (7,753)		Provides selectees for key positions with the proper developmental experiences and diminishes current ARA employee perceptions that training and career opportunities are limited and that selection decisions are based on favoritism.
ABZ	AMS FAST contract support	534	660 (8,303)		Fully funds FAA Acquisition Support System (FAST).
AWL	AWLS Competency Assessment: System Administration and Maintenance	97	100 (8,403)		Provides for the maintenance of the competency assessment (automated learning tool) software for use by the ARA workforce and enables access to data. Also provides decision tools to managers for workforce planning and development.
AWL	AWLS Competency Assessment: Software License Enhancements	16	17 (8,419)		Provides for the competency assessment (automated learning tool) to incorporate primary performance data for key acquisition roles.
AWL	Performance Mgt. Program: Comm/Training/Par. Consulting	113	117 (8,536)		Enables software revisions to be made to the competency assessment (automated learning tool) to incorporate primary performance data for key acquisition roles.
AWL	Unionization Transition Support	97	100 (8,639)		Provides for full implementation of all tenets of a results-based performance management; skill improvement training and performance coaching and feedback consultation; and all instructional/design services for performance consulting.
L-400	Next Generation (Corporate E-Mail)	405	416 (8,204)		Enhances ARA's ability to respond effectively to unionization initiatives and enables analysis of impacts of contract proposals to integrate ARA's HCM program with programs for bargaining unit employees and to provide LMR training for managers.
L-400					Represents funding for 3 contractor personnel to conduct Alternative Analysis and Cost Retirement studies per the Acquisition Mgt System's policy on such procurements as Next Generation E-mail and to develop statewide Transition, Deployment and Training Plans.

EXAMPLE
Build-up Table
ABA FY 2004 BASE REVIEW - OPS

FY04 BY 2004 BUDGET REVENUES					
	Item	Actual FY03 (\$ in thousands)	FY04 Amount (\$ in thousands)	Allowance	Explanations
ACT	Technical Center - Building Modernization & Alteration	999	1,030	(10,234)	In addition to minor modernization items as shown above, this further increases the Building Modernization effort to allow ACT to accomplish Asbestos Removal to Building 301 which has caused many projects to be impacted due to the presence of asbestos. Additionally, ACT will accomplish the Hangar Floor Rehabilitation. This floor requires concrete repair, sealing of concrete joints, and an overall sealing to preclude water penetration. Joint sealing of the FAA ramp which is currently failing would also be accomplished with the additional increase.
ACT	Technical Center - A&E Support	364	375	(10,690)	Provides A&E services for the building modernization/vulnerability requirements. Provides support in areas of design, troubleshooting, energy management, space management, and drawing management.
ASU/600	Internet Infrastructure and Security Improvement	427	440	(11,049)	Provides for 3 contractor personnel in support of internal infrastructure and security improvement (\$240,0); for equipment, software and procedures to develop a web server security incident response capability (\$100); and for equipment to increase FAA web up-time (\$100). The demand for services has increased dramatically this past year. If improvements are left unfunded, performance, reliability, and validity of the infrastructure for FAA organizations to host and manage Internet and Intranet web sites will degrade this year. Providing more and better services with older / inadequate equipment exposes ASU to great risks when serving ARA-1 and AOA. The current level of vulnerability relative to assets on the web servers has not been thoroughly assessed and will remain ad hoc pending this funding. We must be able to determine vulnerabilities before we can harden the system from hacker attacks.
ASU/606	FOB-10B Projects	5,677	6,749	(116,798)	Preparation for the occupancy of FOB-10B.
ALLARA	Space Management	202	209	(17,006)	Provides for financial movement of personnel, offices and/or workstations and for renovations.
ACT	Technical Center - Acquisition Closeout Contract	57	59	(17,005)	Provides funding to support contract closeout.
ACT	Technical Center - Marketing Support	30	31	(17,006)	Funding needed to market Technical Center services to other government entities.